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2/5 68-0467

8 3 JAN 1968

MEMORANDUM FOR: Deputy Director for Support

SUBJECT : Survey Report, Central Processing Branch

1. The subject report is forwarded for your information.

2. The survey of Central Processing Branch requested by you was done by [redacted] Plans and Review Staff, Office of Personnel, [redacted] Office of Finance, and [redacted] Office of Logistics. We believe they have done a very thorough, objective and reasonable job. We have read the report but have not studied it and are not yet ready to comment or make recommendations. I would like to ask that you or your staff review it but allow me some time to dig into the findings and recommendations before coming forward with my own paper.

[redacted]

Robert S. Wattles  
Director of Personnel

Attachment

31 Jan 68 - Receipt of this memo mentioned at DD/S Noon Meeting by Noon Meeting

31 Jan 68 - [redacted] asked [redacted], OP, for date for follow-up on paper.

1 Feb 68 - Mr. Wattles set a follow-up date of 1 March (per Diane)

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**S U R V E Y   R E P O R T**

of the

**CENTRAL PROCESSING BRANCH  
OFFICE OF PERSONNEL**

**January 1968**

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## 1. Introduction

The Deputy Director for Support in a memorandum dated 7 September 1967 requested that a survey of the Central Processing Branch, Office of Personnel, be conducted by the Office of Personnel staff with assistance from the Offices of Finance and Logistics. On 25 October 1967 the Chief, Benefits and Services Division, Office of Personnel, met with the Task Force members to explain the areas to be covered by the survey. The review was to include a detailed examination of current Central Processing Branch functions and procedures for the purpose of updating and streamlining these procedures where so indicated.

## 2. Scope and Methodology

In the course of its review, the Task Force has conducted a management survey of the current organization, functions, and procedures of the Central Processing Branch, Office of Personnel; has reviewed its general effectiveness; and, in paragraph 7, page 7 of this report, has made recommendations for updating and streamlining Branch procedures.

A comprehensive examination of the activities of the Central Processing Branch, hereinafter referred to as the Branch, was conducted in the following manner:

- a. Each member of the Task Force played the role of a prospective traveler who was out-processing for an overseas assignment.
- b. Detailed interviews were conducted with the Chief and Deputy Chief of the Branch, each of the Section Chiefs, and with a number of the technicians and clerical personnel.
- c. As a means of determining customer reaction to the services performed by the Branch, a number of personnel, logistics and budget and fiscal officers were interviewed.

Discussions on relationships with external activities such as the Travel Section, Office of Special Activities, DDS&T were held with the Chief, Benefits and Services Division, Office of Personnel. In accordance with his direction, the functions of that activity were not examined. However, observations concerning those functions which appear to warrant further examination appear in this survey.

## 3. Background

A Branch historical background is contained in TAB A.

## 4. Branch Functions and Organization

The Branch is responsible for providing a centralized and coordinated travel service for Agency personnel being assigned to field positions under

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[ ] and for computing and paying invitational travel claims. In order to carry out these functions, the Branch is organized into an Office of the Chief and three relatively autonomous sections, i.e., Documentation, Finance and Transportation Sections. (See TAB B)

## 5. Findings and Observations

### a. Organization and Staffing

(1) The current organizational structure of the Branch as reflected in a recently approved staffing complement is found at TAB C.

(2) The Branch Chief reports that he has never been provided with a copy of the approved Branch staffing complement. TAB D shows the Branch Chief's working table of organization and his slotting of personnel.

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(3) [ ] full-time staff personnel are currently assigned to carry out the functions of the Branch. Half of the employees have been assigned to the Branch four years or more.

(4) At the present time, eight [ ] Branch employees have had overseas experience. The Branch Chief believes that such experience is desirable, but not mandatory, for all of his technician personnel. He has established, however, a requirement that all technicians in the Documentation Section must have had overseas experience.

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(5) The Branch technicians appear to be well qualified and highly motivated for their particular assignments. The survey disclosed that the majority of employees contacted enjoy their work in the Branch; however, there was an obvious concern over the fact there have been frequent surveys, reviews, etc. of Branch operations. During the past year there have been four of these reviews.

(6) The Chief has selected Branch technicians on the basis of their general qualifications and interest in performing a service to Agency travelers. The Finance Section technicians are designees from the SF Career Service and, normally upon completion of the Branch assignment, will be returned to that Career Service for reassignment. All of the technician positions in the Transportation Section are SL designated and most of the employees are SL designees. The majority of the Documentation Section personnel are SP designees. All clerical personnel in the Branch are provided from within the SP Career Service.

(7) The previous separation of personal property shipment and storage functions from those pertaining directly to travel created a serious problem in Branch procedures. The personal property functions were performed and administered at a separate location in the Headquarters Building, some distance from the Branch and its related travel functions.

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This resulted in the management of the personal property functions becoming, for a time, almost entirely autonomous with procedures which were in some cases overlapping, and in others, contrary to those of the Branch. Recently these closely related functions were consolidated, both as to physical location and single management, within the Transportation Section of the Branch. It is believed that this action on the part of the Chief of the Branch has resolved all significant internal procedural problems pertaining to travel and the shipment and storage of personal property. Further, it is considered that the newly assigned Chief of the Transportation Section is now in a position of control. This should obviate any recurrence of the procedural problems encountered while these related functions were organizationally split.

b. Workload

Statistically, from FY 1963-1966 the Branch workload gradually increased, with the greatest period of increase during FY 1965-1966. However, during FY 1966-1967, the workload in the foreign travel areas leveled off or decreased, although during this period, interviews increased more than [ ] and [ ] travel claims increased [ ] (See TAB E.)

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Even though during the past year the Branch workload statistics reflect increases in certain areas, the total workload of the Branch has actually leveled off or decreased in several of its activities. For example, the number of "repeat" cases processing for overseas has been increasing while, at the same time, the number of "new" cases has been decreasing as more and more of the Agency employees obtain overseas experience. The number of invitee travel cases has been declining during the past few months, and the rate of decrease is expected to accelerate much faster in the months ahead due to more stringent budget and ceiling controls.

c. Branch Operating Procedures

The Branch has written detailed operating procedures for the Documentation Section (TAB F) and for the Finance Section (TAB G). To date, current written procedures for the Transportation Section have not been prepared.

d. Problem Areas

The Task Force review highlighted the following specific areas in which there were found time-consuming procedures, potential trouble spots, management weaknesses, etc:

(1) Processing Procedures

(a) Interviews are time-consuming to both the prospective traveler and the processing technician.

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(1) A great deal of time is spent by the technicians in eliciting pertinent personal data needed to complete applications for passports, visas, ID cards, etc; and

(2) Innumerable detailed oral instructions are given the prospective traveler as to the many items he must attend to personally during his out-processing. This may result in the traveler either neglecting to complete some particular facet necessary to his out-processing, or he may find he must contact the technician one or more times again, either in person or by telephone, to clarify the instruction(s) or to enumerate once more the tasks he must complete before he can leave.

(b) Post reports which the Branch maintains for reference purposes are not always available to the interested traveler because from time to time permission has been given to remove a report from the Branch temporarily.

(2) General Operating Procedures

(a) "Customer components" do not always provide sufficient lead time in the submission of travel orders so that the Branch processing details can be handled routinely. Special handling upsets normal work routine and usually requires more processing time.

(b) The frequency of the requests for special handling creates an unfavorable impression in the minds of representatives of the [redacted] transportation industry etc., concerning the Agency's ability to do effective advance planning.

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(c) Lack of advance medical evaluation on a prospective traveler prior to initiation of travel processing may result in unnecessary work and processing expense (passports, visas, ID cards, transportation tickets, etc.) when medical approval is denied.

(d) When the personal property functions were transferred from the former Transportation Division, Office of Logistics, to the Branch, the program of quality control and inspection of services rendered by commercial companies in the shipment and storage of household effects was discontinued. The program is vital to ensuring more efficient and economical service and required a total annual expenditure of about forty man-hours when it was previously in effect.

(e) VIP temporary duty travel processing by the Office of Special Activities entails additional work for the Branch as its personnel are frequently called upon to assist in the processing

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details and to act in an advisory capacity. These cases are in addition to others where security [ ] reasons necessitate processing outside the Branch.

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(f) In order to audit and certify related billings, Central Travel Branch, Office of Finance, personnel are required to make frequent trips to the Branch to review central travel files and to verify Branch actions with regard to transportation and storage authorizations.

(3) Managerial Weaknesses

(a) Lack of overall management direction and/or control.

(1) Higher management (Division Chief and above) has not given the Branch a sense of direction and has not maintained a continuing interest in Branch activities and problems. Apparently, it has failed to grasp sufficiently a working understanding of the Branch's overall mission.

(2) Lack of strong Branch management has resulted in each section Chief operating with little or no supervision and direction, with each responsible for providing prompt and efficient service.

(3) Branch problems and questions, pertaining to other than day-to-day operations must be resolved through normal working channels--e.g., the Documentation Section Chief or technician goes to his regular contacts in the [ ] the Finance Section Chief or technician checks the specific problem out with the Office of Finance; the Transportation Section Chief or technicians resolve their problems, as appropriate, with contacts in the transportation industry or with contacts and/or officials outside the Agency. Unusual questions or problems concerning individual employee clients may be referred to the Branch Chief or Deputy Chief.

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(b) The clear-cut separation of the functions in the three sections may result in one section being overloaded with work, while employees in another section have little or no work. This has affected adversely employee morale and has resulted at times in overtaxing the physical and mental well-being of certain individuals (as reported by Branch employees).

(c) No regularly scheduled Branch staff meetings are held. When it appears advisable to discuss a particular problem or decision affecting the work of specific employees, meetings are held with these individuals. Meetings attended by all Branch employees are not considered advisable because of the interruption of the normal business of the Branch.

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(d) Lack of effective communication between the Branch Chief and the representatives of the "customer components" has unwittingly created continuing problems for the Branch; and the complete lack of effort on the part of the Branch Chief to acquaint appropriate personnel in the "customer components" with Branch processing problems and procedures has resulted in the need for emergency processing of many travelers largely because of the tardy submission of travel orders.

(e) [ ] continue to be confused and several [ ] have corresponded unnecessarily with headquarters when transferred [ ] transportation costs and the amount shown on airline tickets do not agree.

## 6. Conclusions

a. The Branch is serving a vital need and, for the most part, has fulfilled its mission and functions in a commendable manner as attested to by the favorable comments received from personnel, logistics and budget and fiscal officers surveyed.

b. Current Branch processing procedures are effective, but the survey did reveal some procedural weaknesses which should be eliminated.

c. Managerial weaknesses, rather than processing procedures, are responsible for most of the Branch problems.

d. The lack of effective management tools for use by Branch personnel and potential travelers has unnecessarily increased the (a) time required for introductory and other initial briefings, (b) number of call backs to the Branch, and (c) data or number of items the traveler will need to attend to after the initial briefings.

e. The Branch staffing of [ ] personnel (as of January 1968) appears fully adequate to handle the current workload. The present staff will be able to take care of any foreseeable increases in workload with the implementation of the recommended changes in processing procedures, utilization of personnel and Branch administrative management.

f. Branch personnel have not been fully utilized due to unbalanced workload distribution, time-consuming interviews, and failure to make use of the facilities and expertise available in other Agency components.

g. A continuation of the frequent surveys as have been made in the past year (four were conducted during the past year) will undermine the confidence and morale of Branch personnel, thus destroying their efficiency and effectiveness.

h. The space now occupied by the Branch is adequate in relation to its current mission and functions, assigned personnel and activities.

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7. Recommendations

It is recommended that appropriate action be taken to ensure that:

a. Higher Management

- (1) Develops a greater interest and understanding of Branch operations;
- (2) Maintains a close relationship with Branch activities in order to provide overall policy direction, and to become aware of problem areas warranting top level assistance or guidance;
- (3) Investigates and considers the feasibility of having the Branch process all VIP TDY travel, except in those instances where  security circumstances require otherwise;
- (4) Provides the Branch Chief with a copy of the Branch's current authorized staffing complement; and
- (5) Fully informs the Branch Chief on any pertinent information relating to or affecting the personnel and operations of the Branch.

b. Branch management assumes a more forceful and dynamic leadership role and that it accomplishes the following:

- (1) Welds the current organization of three autonomous sections into a closely integrated and cohesive Branch;
- (2) Makes maximum utilization of present staff and maintains a balanced workload in each Section by training selected personnel to perform capably in other Branch activities or, when appropriate, transfers temporarily procedures or responsibilities, either in full or in part, to another Section;
- (3) Makes certain that the Branch technicians concentrate primarily on their day-to-day operating activities, and that the development and handling of policy matters are centralized in the Office of the Chief;
- (4) Makes full use of the facilities and expertise which are available in other components for providing assistance in technical and procedural matters, e.g., Office of Logistics;
- (5) Makes certain that there is close supervision of Branch employees in the performance of their duties, and that problems and/or questions are completely understood and resolved promptly;
- (6) Establishes a working liaison with the Chief, Central Travel Branch to assure that the Central Processing Branch is providing CTB

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with the necessary transportation and storage data required for the audit and certification of such billings, and for the purpose of developing standards of application for interpretation of regulations governing travel, transportation and storage;

(7) Reinstates the program of external quality control and inspection, and makes periodic inspections of the services rendered by the commercial companies in the shipment and storage of household effects;

(8) Promotes and maintains close liaison with "customer components" to acquaint them with Branch problems, as well as its operating procedures and requirements, in order to provide these components with optimum service;

(9) Regularly schedules staff meetings with Section Chiefs to discuss problems of common concern requiring an ultimate workable solution, to encourage and facilitate the introduction of new ideas, and to ensure that they keep their employees fully informed;

(10) Prepares for distribution to prospective travelers by the personnel officers in the various Agency components a checklist which will consist of processing instructions, an itemized list of personal vital documents required by the Branch, and spaces provided for insertion of the necessary personal information to be completed by the employee and returned to the Branch prior to the scheduling of the introductory briefing;

(11) Conducts group briefings on finance matters in the same manner as is now used

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(12) Combines and/or consolidates certain of the multiple forms being prepared by the Finance Section for submission to the Compensation and Tax Division, Office of Finance;

(13) Makes certain that the transportation technicians compare the amount shown on each Government Transportation Request (GTR) with that shown on the traveler's tickets, and that the Finance Section is notified of any difference in order that the field station may be alerted to the difference and is given instructions to expense the transferred (GTR) amount;

(14) Ensures that each Branch section receives prompt notification of a travel cancellation, and establishes a procedure whereby Central Travel Branch, Office of Finance, is also notified in those instances where tickets have been procured;

(15) Prepares and publishes current operating procedures for the Transportation Section;

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(16) Provides each Branch technician with a complete set of the current Branch operating procedures for Documentation, Finance and Transportation processing;

(17) Establishes a post reports control to ensure that sufficient copies of these reports are maintained in the Branch so that there will always be one copy available for reference use by a prospective traveler; and

(18) Develops internal Branch quality control procedures in order to ensure high quality performance.

c. Agency Components Using the Branch Facilities

(1) Forward travel orders to the Branch at least one month prior to planned departure of prospective traveler, except where emergency conditions prevail;

(2) Obtain medical evaluation prior to initiation of travel out-processing; and

(3) Provide the prospective traveler with a checklist of items or tasks he must attend to during his out-processing and the documents he must take to the Branch at the time of the initial interview.

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TAB

**SECRET****CENTRAL PROCESSING BRANCH HISTORY**

(Prepared by Chief, CPB/OP)

In early 1947 the Personnel Division of the Office of Special Operations (OSO) was established and charged with the responsibility for coordinating the overseas movement of personnel. The method for processing travelers was decentralized in that the individual was required to report first to the Personnel Division and then to Payroll and Travel Sections of the Finance Division and to the Transportation Division. Since each of these offices was located in separate areas, the traveler was inconvenienced, the period of processing was lengthy and time-consuming, and in the separate briefings, offices often gave conflicting information. This method of processing remained in effect during the changeover from Personnel Division, OSO, to the Covert Personnel Division, CIA, and continued during the early stages of the Special Support Staff, which was established in 1949.

After many complaints on the part of the operating offices concerning the duplication of effort in briefing the individual and the abnormal amount of time required in processing him, the Special Support Staff conducted a survey of the situation. As a result of this survey, there was a consolidation, in May 1950, which merged the functions and personnel of the Overseas Branch, Personnel Division, and the Passenger Section, Transportation Branch, and some of the functions performed by the Travel Branch, Finance Division. This resulted in the more efficient processing of travelers.

The Special Support Staff was responsible for the function until December, 1950, when decision was made by the Deputy Director (Administration) that there would be clear lines of demarcation in the functions of the administrative components of the Agency. Consequently, these specialized functions connected with personnel, transportation, finance, etc., were again performed by the separate offices, and the method for processing travelers reverted to the system that had already proved ineffective. This again created the same problem and resulted in similar complaints from operating offices as those noted previously.

In an attempt to eliminate problems emanating from decentralized travel processing, the Central Processing Branch was established as a component of the Personnel Division (Covert ) "for the coordination of all phases of travel operations to meet the requirements of the Agency." Pending establishment of an official table of organization (17 January 1952) personnel who had been involved in travel processing were detailed to CPB from the Office of Personnel, the Office of Logistics, the Office of Finance, the Office of Security, and the Medical Staff. While this succeeded in alleviating many of the problems, there still existed an area of overlapping and duplication of effort between the

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Branch and the Transportation Division. The Branch was charged with responsibility for obtaining passports and visas for travelers at headquarters. Responsibility for documentation for out-of-town travelers, mostly dependents, rested with the Transportation Division. Also, even though traveler's itineraries and paperwork necessary for shipment and storage of personal property were prepared by CPB, the reservations and arrangements for moving personal property were handled by the Transportation Division.

Bickering between the Office of Personnel and the Office of Logistics over the apparent overlapping of responsibility continued until 22 July 1953 when the DD/A assigned to CPB responsibility for documentation of all travelers and procurement of transportation. Responsibility for movement of personal property remained with the Transportation Division. The question of proper placement of this area of responsibility was reopened early in 1965 and by the end of the year it had been agreed to transfer the responsibility to CPB. Because of space limitations, the physical transfer of employees and operations did not take place until March 1966.

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After the transfer of personnel with responsibility acquired 22 July 1953 CPB had a total authorized staffing complement [redacted] person each on detail from the Medical Staff and the Office of Security. The official Table of Organization approved 19 November 1953 provided four sections in the Branch; Personnel Section, Finance Section, Travel Section, and Covert Section. The medical technician, along with his duties, was recalled to his parent office in the spring of 1954. In September 1954, the Branch was reorganized to move some travel counseling functions from the Office of the Branch Chief to the Personnel Section and the duties of the Covert Section were distributed to the other elements of the Branch thereby eliminating the Covert Section.

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Also in 1955 CPB was charged with responsibility for scheduling overseas returnees into CIA review lectures.

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For a number of years there had been a feeling by numerous senior personnel that the entire travel processing function might be better accomplished by generalist technicians rather than the specialist. Therefore, in the fall of 1956 a training program was initiated to convert the technicians from specialists to generalists. This program was carried on through most of 1957 and then abandoned. It became quite evident that the multiplicity of detail in the entire processing function was too much for the average mind to retain and handle with facility.

The Security Officer, along with his duties, was recalled to his parent office in 1957.

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By Office of Personnel Memorandum 22-1 dated 14 September 1961, CPB was charged with responsibility for preparation of travel vouchers and cash settlement for invitees while at headquarters for interviews. This has proven to be a very active and beneficial program.

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TAB B

## CENTRAL PROCESSING BRANCH ORGANIZATION AND FUNCTIONS

1. The Branch is responsible for providing a centralized and coordinated service for:
  - a. Assisting Agency employees who are to perform either PCS or TDY travel to and from overseas installations [REDACTED]
    - (1) This assistance involves cover travel orders, passports, visas, identity cards, travel arrangements, reservations, tickets, baggage, household effects, automobiles, travel funds, per diem, allowances, salary, and such other matters as may be requested in individual cases.
    - (2) The Branch ensures that such personnel do not depart from headquarters until appropriate clearances have been received from the various interested offices including Medical and Security; that travelers have been briefed regarding risk of capture and interrogation and threat of [REDACTED] and [REDACTED] which pertains to employee conduct.
  - b. Assisting Agency employees who are to perform domestic travel, either PCS or TDY, by making travel reservations, purchasing tickets, advising on shipment of household effects, and such other assistance as may be required by individual circumstances.
  - c. Computing and paying claims incident to invitational travel of candidates for employment.
2. In order to carry out the above functions, the Branch has been organized into three relatively autonomous sections with the following assigned responsibilities:
  - a. The Documentation Section provides the introductory briefings and monitors the progress of the travel processing of each traveler. In addition to the preparation of the necessary travel document applications, it provides information and/or guidance regarding post reports and, when appropriate, draft eligibility and military reserves. It ensures that all out-processing matters have been completed prior to the prospective traveler's departure from headquarters. The Section is also responsible for in-processing of personnel returning from overseas assignments.
  - b. The Finance Section provides the prospective traveler with information concerning per diem allowances and reimbursable travel expenditures or commuted travel entitlements, provides cash advance documentation, and

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explains accounting for funds requirements; necessary and optional payroll changes and projected salary and allowance payments; and, prepares and settles travel claims of potential employee invitees. The information also includes such specifics as income tax deductions and other amounts to be withheld from his pay for Credit Union shares and/or loan payments, insurance programs, annual and sick leave benefits, allottee bank accounts, designation of beneficiaries, and how to handle or manage other financial obligations while overseas.

c. The Transportation Section determines the mode of transportation to be used and the entitlements of each traveler. An itinerary is prepared and reservations are made. Each prospective traveler is briefed concerning the shipment of his household effects, accompanied and unaccompanied baggage, and privately owned automobile. Arrangements are initiated for the pickup, shipment and/or storage of household effects, and for the pier delivery and shipment of a privately owned automobile. The traveler is advised as to types of insurance which may be purchased to cover transportation and/or storage of his personal effects including automobile; various available types of insurance which may serve his needs while he is stationed abroad; and to the potential customs problems which he may encounter.

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## PERSONNEL OPERATING PROCEDURES PCS AND TDY OUT PROCESSING

### I. Receipt of Travel Order

Upon receipt of a Travel Order, which has been coordinated with the Central Cover Group, the Personnel Technician:

- A. Types a front desk control card indicating the name of the traveler, office, phone, check-out date, etc.

### II. Initial Interview

The Personnel Technician arranges an appointment by phone with the traveler to begin the processing. Prior to the arrival of the traveler for his initial interview, the Personnel Technician will fill in available data on Form 1220 - "Outgoing Personnel Operations Record." Other information on this form is filled in as it becomes available during the traveler's processing. During the traveler's initial interview, the following requirements are normally completed:

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- A. He completes a  passport application with the guidance of the Personnel Technician, except for those sections completed by CPB.
- B. In the same manner he completes passport application forms for his dependents. (If he so desires, he is given the applications blanks for his dependents to complete.)
- C. A Residence and Dependency Report Form is completed. It contains information as to Residence Data, Marital Status, Members of Family, Person to be Notified in Case of Emergency, and Voluntary Entries concerning bank accounts, last will and testament, power of attorney.
- D. He signs a "Travel Agreement by Staff Employees Assigned to Permanent Duty Station Outside Continental United States" (commonly referred to as an "overseas agreement"), for 18 months or 24 months, depending on his overseas station. This agreement is witnessed and signed by the Personnel Technician.
- E. He is questioned concerning his draft classification and reserve status. If subject is draft eligible, it is necessary that permission be secured from his draft board so that he may leave the country. Subject is instructed to contact his Personnel Officer who in turn initiates the request through the Personnel Operations Division for this document known as a "Form 300."

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If the traveler is a member of a military reserve unit, he is instructed to contact the Military Reserve Section of the Military Personnel Division.

- F. Inquiry is made concerning the date of the traveler's last Agency physical examination. If the time lapse is in excess of one year, he is informed that it will be necessary for his Division to Schedule an appointment for him with the Medical Office.
- G. He is queried concerning the status of his immunization. If he has not begun his series of inoculations, he is referred to the Immunization Room.

### III. Passports

The Personnel Technician obtains initial passport information from the traveler during the telephone call prior to the traveler's initial interview. The traveler is queried as to whether or not he or she and dependents, if any, have had a previous passport and if so, its disposition. If no passports have previously been obtained, the traveler is asked to bring valid birth certificates for his initial interview. If the subject does not have a valid birth certificate, he is given instructions for the procurement of same from the appropriate State Registrar of Vital Statistics. If circumstances do not permit access to a birth certificate, alternative acceptable documentation (i. e. baptismal certificate, birth affidavit which must be notarized, certificate of citizenship, consular record of birth) is discussed. In those instances where the traveler is a naturalized American citizen, his Certificate of Naturalization is used. In cases involving divorce and custody of children, adoption, legal change of name, name assumed through usage, claiming citizenship through marriage, derivative citizenship through parents, etc., the Personnel Technician will advise the traveler as to the appropriate legal documentation required by the Department of State before a passport will be issued. If there is any question about the validity of any document being submitted in support of the application for an American passport, the Personnel Technician will make an appointment to check such documentation prior to the formal processing of the individual. The Office of General Counsel or Alien Affairs, Office of Security, may be of assistance in cases involving their particular jurisdiction. In those cases where the traveler has had a previous passport sponsored by the Agency and procured through the Central Processing Branch, it is necessary for the Personnel Technician to accomplish the

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necessary research by checking the active files, IBM runs of documentation, card index, and travel document folders.

This information (passport number, type, date, and place of issue, disposition) is required on all applications for new passports.



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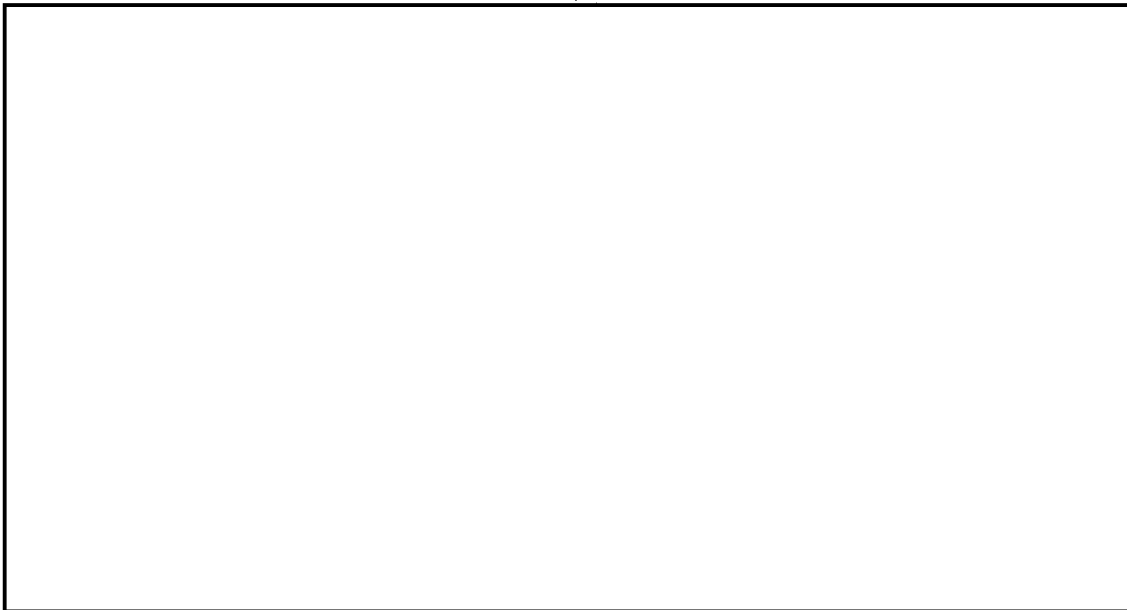
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**IV. Out-of-Town Passport Applications**

In those cases where the applicant applies for his passport out of town, it is the responsibility of the Personnel Technician to instruct the applicant by letter in regard to a) completion of the passport application; b) proof of citizenship to accompany the application; c) number and type of pictures required; d) fee involved; and e) where to apply (Passport Agent of the Department of State or before a Clerk of a Federal or State Court). Applicant is also advised concerning the immunization required for his area of travel.

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**VI. Visas**

The visa situation is an extremely complicated one. The requirements of the countries in which the travel is being performed vary with length of stay, purpose of trip, and whether the traveler is  employee or a dependent. (See Visa Requirements) It is the responsibility of the Personnel Technician to assure that all passports are properly visaed. This may or may not require the execution of visa application forms; arrangements for extra visa pictures; and the payment of the visa fees.

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**VII. TDY Out Processing**

The procedure for processing personnel for TDY Foreign

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Travel is the same as "Outgoing PCS" except for the execution of the "Overseas Agreement."

VIII. Processing an Alien

When processing an alien, the Personnel Technician must be familiar with a) Affidavit of Identity which is used in lieu of a passport; b) Sailing Permit which is obtained through the General Counsel Office; c) Re-entry Permit which is obtained through the Alien Affairs Branch, Office of Security.

IX. Projects

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There are a number of active projects (employees who are documented to perform special group assignments) being handled by the Personnel Section of CPB. 



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Documenting for such projects involves the entire passport, visa, and ID card application (when applicable) procedure as outlined above.

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## Central Processing

Who set up to 4 reviews  
in past year? let's  
see copies

Should Cent Processing +  
Cent Travel be combined?

Is long tenure of many  
incumbents causing some  
of difficulty? Are many  
of these long term assignees  
immobile & left in place because  
difficult to place elsewhere?



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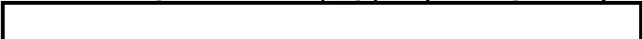
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## PERSONNEL OPERATING PROCEDURES RETURNEES

A "Returnee" is a staff employee returning from a trip outside of the continental United States, either in a PCS or TDY status, who is required to accomplish the "check-in" duties outlined below. A Form 1220k, Incoming Personnel Operations Record, is completed by the Personnel Technician for each Returnee and placed in his Travel Documents folder.

### I. PCS Returnees

#### A. Documentation

All passports, identification cards and tags secured through Agency channels for both the employee and his dependents are collected from the employee, recorded, and filed in CPB. 

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The traveler is requested to turn in his shot record card to the Immunization Room.

#### B. Administrative Requirements

##### 1. Returnee Leave Plans

The Returnee is queried about his leave plans and a notation of same is made in the file.

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2. SS Form 300 and/or Letter

If applicable, this refers to the employee's "Draft Board Permission to Leave the Country," which was secured for him prior to his departure for his overseas duty station and is now returned. Upon receipt, this form is sent to C/POD.

3. Badge Request

Form 1605 is executed by the Personnel Technician and given to the Returnee. This form refers the employee to the Security Office for his security briefing prior to the issuance of his building badge.



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An employee who is in Headquarters on a TDY consultation basis (not TDY, home leave, and return to overseas station) must also submit a memorandum directly to Security from his Division before release of the badge is authorized.

4. Career Management Officer Interview

An appointment is made for the PCS Returnee with the appropriate Career Management Officer. In the case of TDY and return to Station, or TDY and reassignment, the Career Management Officer is contacted and advised that the employee has returned to Headquarters and if an interview is desired by either the employee or the Career Management Officer, a mutually convenient appointment is scheduled.

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Employees with OB career service designation are exempt from the above requirement.

5. Agency Review Course

Each PCS Returnee is scheduled by the Personnel Technician to attend the Agency Review Course. CPB/branch secretary notifies OTR at the proper time of all employees scheduled for the course from listing in green book which is kept on receptionist desk, also reads Employee Conduct Handbook.


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D. Medical

After the Returnee Interview is completed, the Personnel Technician prepares and gives to the Returnee a Form 1220e, Check list for Returnees, indicating thereon the date, time and place of the appointments which have been scheduled; and, as a reminder, notes those items which are the responsibility of the Returnee to initiate the required action.

Each PCS Returnee is asked to read classified document entitled "Information for Overseas Returnees". This information in written form is presented by the Central Processing Branch to reacquaint the Returnee with certain Headquarters' procedures and other relevant items of interest (finance and insurance, household effects, employee service, foreign license plates, 

II. TDY Returnee

A. Documentation

All documentation (passports, identification cards, orders) secured thru Agency channels for the TDY traveller is

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collected from him upon his return, recorded, and  
filed in CPB.

**B. Building Badge**

When an employee checks out of CPB prior to his TDY trip, he turns in his building badge which is retained in CPB until his return. When the TDY Returnee checks in with CPB upon completion of the trip, his building badge is returned to him upon receipt of his documentation.

**C. Immunization Record**

The traveller is instructed to turn in his shot record card to the Immunization Room.

**D. Security Debriefing**

If the TDY Returnee was out of the country for a period of time in excess of ten months, he is referred to the Security Office for debriefing purposes.

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## FINANCE OPERATIONS PROCEDURES

### PCS Processing - INITIAL

#### I. Read the Travel Order

- a. Determine PCS station
- b. Determine mode(s) of travel authorized.
- c. Determine whether employee's dependents (if any) are authorized to travel.
- d. Note whether dependent's travel is to be concurrent or non-concurrent.
- e. Note any special provisions cited in the travel order.

#### II. Assemble applicable blank forms

- a. The following forms should be assembled:
  - Form #1220L - Overseas Transfer Work Sheet
  - Form #1400 - Authorization for Disposition of Pay Checks
  - Form #1440A - Acknowledgment of Credit Union Payroll Deductions
  - Form #797 - Insurance Questionnaire
  - Form #2254 - U. S. Savings Bond Authorization for or #1192-A Deduction (if traveler so desires)
  - Form #2030 - Overseas Transfer Financial Record
- b. Check the Post Classification Tables for:
  - Salary differential
  - Allowances (Insert pertinent figures on Form #1220L)

#### III. Introduction and Preparation of Form 1220L

- a. Call individual to your office and introduce self.  
Indicate that you represent the CPB/Finance Section.
- b. Verify employee's grade and salary. Refer to salary chart for:
  1. Amount of salary each four (4) weeks.
  2. Retirement deduction each four (4) weeks.
  3. Federal Employees Group Life Insurance. (If the employee has waived FEGLI the deduction would be omitted.)
  4. Federal Income Tax each four (4) weeks.

NOTE: If a change in number of withholdings is involved, a new W-4 should be completed and forwarded to the Office of Finance.

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c. Discuss Available Insurances and Determine Payroll Deduction.

Insert applicable deductions on Form 1220L. Note on Form 797 the types of coverages which the employee has or desires to secure. Note on Form 797 the employee's PCS station. The finance technician should sign the insurance questionnaire in the space provided. The traveler should sign the form in the applicable spaces. Direct the employee to take the insurance form to the Insurance Office if any of the following apply:

- (a) To verify hospitalization deduction.
- (b) Additional insurance to be secured.
- (c) Payroll deductions to be effected.
- (d) Existing insurance to be cancelled. Request employee to return copy, signed by Insurance Office, to CPB. Ask the employee to return CPB's copy prior to his final checkout date.

The following information should be given to the employee in order to facilitate his processing at the Insurance Office:

- (a) Take his insurance payment book with him to the cashier's office.
- (b) Be prepared to make cash payment for two (2) months advance premiums if payroll deductions are to be set up.

If the employee does not participate in the Agency Insurance Program and has no desire to do so, have him sign Form 797 in the proper spaces and merely file the original 797 in the travel file, and destroy the other copies. Indicate on Form 1220L whatever action you have taken with respect to insurance.

d. Credit Union Discussion

Determine whether the employee will have Credit Union payroll deductions. Insert any such deduction on Form 1220L. Prepare Form #1440A, Acknowledgment of Credit Union Deductions, in duplicate, and ask the employee to take it to the Credit Union for verification. Request him to return the duplicate copy prior to his final CPB checkout date. Should the employee not be familiar with the Credit Union, give him a briefing on it. Points to be covered are:

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- (a) How to become a member.
- (b) Deposit and loan benefits and limitations.
- (c) Loan re-payment arrangements.

Make notation on 1220L that Credit Union was discussed and that the Form 1440A was given to the employee.

- e. U. S. Savings Bonds. If employee is interested, fill out Form #2254 or Form #1192-A.
- f. Computation of Net Pay (4 weeks)

Total the deductions and insert this figure on Form 1220L. Subtract the total deductions from the gross salary. The result is the net pay which the employee should receive every four weeks. Record this figure in the space provided on Form 1220L. Discuss all the figures with the employee.

- g. Discuss Field Salary Allotment. (Not applicable at all Stations)

If field allotment is advisable, explain to the employee the mechanics by which a portion of his net salary may be drawn in the field. After he has determined how much he wishes to draw in the field, insert the figure on Form 1220L. If he cannot make this determination, suggest an amount based on his PCS station, his grade and salary, and his marital status. Determine the pay period for which the first field allotment may be drawn. Insert this information on Form 1220L and discuss it with the traveler.

- h. U. S. Allottee Deposit Instructions.

Secure the name and address of the employee's bank account (checking). Insert this information on Form 1220L. Also complete Form #1400 (Banking Instructions), have employee sign it and forward the form to C&T Division, Office of Finance. His name should be shown exactly as it will appear on his salary check. Make notation on Form 1220L that banking information has been forwarded to C&T. W-4 and/or bond authorization form should be stapled to Form 1400 (if applicable).

#### IV. Discussion of Transfer of Funds Date and Power of Attorney

The following points should be discussed if a transfer of funds is to be effected:

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- a. The action will be initiated by the employee's sponsoring division.
- b. Should he be transferred to Confidential Funds at such a date that he has a final vouchered salary check due him after his departure, traveler should give the necessary power of attorney to his bank authorizing the bank to receive and credit his account with an unendorsed U. S. Treasury check. Also, arrangements should be made with his division to send this check to the bank.
- c. Bond deductions by Vouchered Payroll should be stopped in time to allow him to receive all amounts due prior to departure. Make notation on Form 1220L that these items have been discussed.

#### V. Federal and State Income Taxes

##### a. Federal:

- (a) Advise employee that it will be necessary for him to submit a Federal Income Tax Return before the deadline even though he will be overseas.
- (b) All overseas returns are sent to the Baltimore Office.
- (c) W-2 forms will be pouched to the station at the close of the taxable year.

##### b. State:

Inform employee that it is his own responsibility to determine whether he must file a state income tax return for the period he is overseas. Make notation on Form 1220L that taxes were discussed.

#### VI. Designation of Beneficiaries

If the employee desires to make any change in the designation of his beneficiaries for Federal Retirement and Unpaid Compensation and Federal Employees Group Life Insurance, he can get these Designation of Beneficiary forms in his personnel office. Explain that these should be filled out in duplicate, and the copy of each is for his own personal file. Make notation on Form 1220L of action taken.

#### VII. Travel Advance

Compute a travel advance (if one is to be approved and certified by CPB). Discuss each item of the advance. Inform employee that the advance may be drawn within ten days prior to his final checkout date;

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that CPB/Finance will prepare the required documents for the advance. Also, advise the employee that he should come in for the advance prior to his final checkout day. Record a breakdown of the advance on Form 1220L. On a 3x5 pad, record the employee's [redacted] Agency badge number. Call Accounts Division [redacted] or T/A number. 25X1

#### VIII. Discussion of Government Travel Regulations

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Advise traveler of all reimbursable items such as: passport fees, photos, shots, cab fares plus 10% tip to and from stations or ports. Also mention that cab tips are the only tips that are reimbursable. The cost of purchasing traveler's checks are reimbursable up to the amount of the travel advance. Traveler should be advised to keep a written account of any of the above expenses incurred in connection with his trip, and his exact itinerary as he travels for his travel voucher. He should be advised to get a receipt for any expense of \$15.00 or more, and to hold on to his ticket stubs. He should also have a receipt for any air freight sent and/or excess baggage, or cost of transferring hold baggage to and from ports.

#### IX. Special Separation Allowance

Remind individuals to prepare Form 614 in his Personnel office prior to departure.

#### X. Disposition of Identification Cards

Advise the employee that prior to final departure from Headquarters, proper disposition should be made of (a) his Hospitalization ID card, and (b) the Credit Union ID card. Disposition may be made as follows:

Hospitalization card to be turned in to Insurance Office;  
Destroy Credit Union ID card.

#### XI. Time and Attendance

Advise traveler to have his final Duty Status Report with him on his checkout day. He should get this from his Personnel office when they sign off on his checkout card. He should be told, too, that this Duty Status Report should be a four-week type, NOT his vouchered T&A, and should cover him only through his checkout date.

#### XII. Secure Information for Checkout List

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Obtain and list the following dates and data:

- (a) Employee's name and grade
- (b) Employee's office extension
- (c) Country of assignment
- (d) Sponsoring Division
- (e) CPB checkout date

The above information should be listed on the rough checkout list for that particular week.

XIII. Inform the employee that you have covered all items necessary for the initial finance interview. Remind him to:

- (a) Return completed Insurance Questionnaire
- (b) Return completed Credit Union form
- (c) Come in for cash travel advance prior to his final checkout date
- (d) Have Duty Status Report with him when he comes in to check out

Give your phone extensions to the employee and ask him to call you at any time should he have any questions concerning his financial processing. After traveler leaves, type advance on top portion of Form #2030 (Overseas Transfer Financial Record). Remove page 1 and make necessary entries for coding by computer on bottom of page 1. Temporarily file balance of OTFR in subject's file. Sign off on the travel folder, initial personnel processing card and give same to receptionist. Return travel folder to personnel technician.

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**SECRET****FINANCE OPERATIONS PROCEDURES****Final PCS Processing****I. Clearances**

- a. Check file to verify that personnel technician has signed off finally.
- b. Check the weekly checkout list to verify the following:
  - (a) Effective date of Foreign Field assignment.
  - (b)
  - (c) Grade, salary and effective date of present salary.

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**II. Verification and Final Typing of the Overseas Transfer Financial Record**

- a. Verify all figures shown on Form 1220L. Check file to insure that all finance forms have been returned.
- b. Type pages 2 through 8 of OTFR, obtaining information from the verified Form 1220L
- c. Type cost of transportation under amount of advance.  
(The above a and b procedures should be done prior to checkout)
- d. Call the employee to your office. (NOTE: Sometimes the employee may have failed to return some of the required forms and the OTFR cannot be typed until he is actually present.)
- e. Review the completed OTFR with the employee and have him sign <sup>25X1</sup>  
copy No. 7
- f. Give the  to the employee and instruct him to present <sup>25X1</sup>  
the form to the field finance officer.  CPB copy and file  
in case folder.

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**III. Residence and Dependency Report Form, ID Cards, Duty Status Report**

- a. Scan the R&D for completeness, remove from the file and mark for distribution to T&R.
- b. Be sure that he has destroyed his Credit Union card. Record action taken on Form 1220L. Send Duty Status Report to C&T Division.

**IV. Final Discussion**

- a. Determine whether the employee clearly understands all aspects of his financial processing. Offer to discuss and clarify any final questions which he may have.
- b. Request him to have a seat in the reception room and give file to Travel Section.

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## FINANCE OPERATIONS PROCEDURES

### TDY Travel Processing

#### I. Initial Processing

- a. Read the travel order to determine Division or Staff sponsoring the travel.
- b. Determine area(s) to which travel will be performed.
- c. Determine mode(s) of travel authorized.
- d. Note any special provisions in the travel order.

#### II. Assemble Blank Forms and Insert Headings.

- a. Form #1220d - Finance Operations Record
- b. Form #797 - Insurance Questionnaire
- c. Form #281 - Request for Advance of Funds

#### III. Disposition of Salary Check

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Determine the disposition to be made of the traveler's salary check during the period of his TDY. Record information in this respect on the Finance Operations Record.

#### IV. Insurance Questionnaire

Form #797 should be used as a guide to brief the travelers on existing Agency-sponsored insurances to which he may be entitled. In addition, the insurance form should be used:

- a. To record Agency-sponsored insurances presently carried by the traveler.
- b. To place additional coverages which the traveler may desire and to which he may be entitled.
- c. Request traveler to take the form to the Insurance Office, for completion and explanation of the different types of insurance available. Ask traveler to return a copy of the form to CPB/Finance prior to his checkout date. If the traveler has no insurance and does not desire any, have him sign the form accordingly and file the original form in the travel folder.

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## V. Travel Regulations Discussion

Brief the traveler on travel regulations and include his entitlements as well as his responsibilities. This should include:

- a. Per diem
- b. Incidental expenses (taxi fares, traveler's checks fees, etc.)
- c. Complete itinerary record
- d. Record of any time quarters or meals are furnished and any time leave is taken
- e. Record of foreign currency conversion rates
- f. Receipts and ticket stubs
- g. Submission of travel accountings.

If CPB/Finance is to approve and certify a cash travel advance for the traveler, compute the advance at this time. Show the traveler a breakdown of the advance. Advise him of the date on which he may come to CPB for the request form. Record the amount of the advance and the itemization on Form #1220d. If traveler is briefed initially within 10 days of his checkout date, give the advance during the initial briefing. Remove Residence and Dependency Form and forward to T&R. Sign off on the travel file initially and finally. Traveler then does not have to see the Finance Section unless he has some questions on his checkout date.

Have the traveler record (in his notes) the travel order number for use in securing additional travel funds, if needed, from a field station.

## VI. Designation of Beneficiaries

Determine whether the traveler desires to change the designation of beneficiaries for Government entitlements. If he so desires, tell him the forms are available in his Personnel Office or in the file room. Record action taken on Form #1220d.

## VII. Preparation of Travel Advance

- a. Prepare Form #281 in original only.
- b. Show area, travel order number, and approximate length of TDY
- c. Estimate due date approximately 30 days after traveler's return.
- d. Make proper entries for computer coding on bottom of form.
- e. Have Request for Advance certified and give original to traveler. Direct him to the Disbursing Office for cash or check advance of funds.

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## FINANCE OPERATIONS PROCEDURES

### Invitee Travel Processing

Invitee presents appointment schedule (prepared by the Office of Personnel) and transportation tickets. Entries on Form 2657 - Cash Journal -- Invitee Travel Reimbursement - include per diem, cost of transportation, and incidental expenses.

Based on the travel order and individual's itinerary, the reimbursement is computed and invitee paid from the Finance Section imprest fund.



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5 JAN 1968

MEMORANDUM FOR: Deputy Director for Support

SUBJECT : Survey - Central Processing Branch

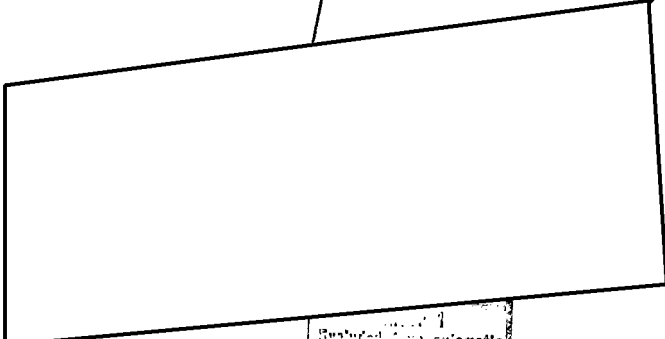
REFERENCE : Memo dtd 22 Sep 67 to DD/S fr DD/Pers,  
same subject

1. This memorandum is for your information.
2. I have reviewed with the chairman of the task force their progress against the working target date of 1 January 1968 which was reported in the referent memorandum. They have just completed their actual survey in the Central Processing Branch and have requested a 1 February date to present their final report to the Director of Personnel.
3. I would like to note here that it has been reported to me that the three men have done a most thorough and conscientious job though their efforts have been sometimes delayed or interrupted by their regular duties, illness, leave, the holidays, etc. Inasmuch as this task has been added to their regular work, I believe their request is justified. I think that the Director of Personnel would like to reserve at least a week to study the findings himself and prepare his own comments; therefore, on his behalf, I propose a deadline for transmission to your office of 12 February 1968.

  
Robert S. Wattles  
Acting Director of Personnel

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Noted at DD/S Noon Meeting, 9 Jan 68.



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